

Office Memorandum • UNITED STATES GOVERNMENT

TO : All Division Chiefs

DATE: 20 July 1955

FROM : Ch/G/RR

SUBJECT: Program Planning for FY 1956

1. At our last staff meeting on 18 July 1955, we discussed the subject of developing a program plan for FY 1956. We concluded that a program plan similar to that developed by the Economic Research Area, CRR, and the Office of Scientific Intelligence did not meet the particular needs of the Geographic Research Area because of our status of development along certain lines and the idiosyncrasies of each of the Geographic Area activities which do not particularly lend themselves to a listing of projects. It was, further, concluded that a maximum use of graphic material could be made and that we would generally attempt to indicate the direction in which our activities are going based upon an examination of existing commitments, trends and indications. We, further, agreed that it would be appropriate to attempt to tie in our monthly report and our monthly status reports of projects to our over-all program planning for the Fiscal Year.

2. In following through on the statement that I would send to each of you a memorandum of outline for attacking this project, I set about to answer the question "what do we need to know about each major activity for FY 1956", keeping in mind the conclusion cited in the paragraph above. The following outline and breakdown of the question suggested itself upon further analysis.

a. Analysis of all Division time by categories set up by each Division representing its major breakdown of categories. This could be developed graphically by means of a pie chart showing percentages of total man-hours available to each of the major categories of activity. Some other means may suggest itself and it might be more appropriate.

b. Outstanding commitments scheduled and unscheduled by type and group within a Division activity. e.g. Urban Area analysis, NIS, NIS Base Maps, current photo interpretation, and map procurement in Greece. In dealing with known but unscheduled requirements or projects which include indications of requirements to be placed during FY 1956 or anticipated requirements on the basis of past experience, it may be well to separate them from the scheduled activities. Another approach may be to graphically portray outstanding commitments by FY 1955 as well as FY 1956.

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c. Supporting activities engaged as an integral part of the program. e.g. Administration, supervision, consultation, liaison, coordination, requirements, training, leave, etc. How much time for each? Each Division should select its own list of supporting activities which best represents the support given to the main Division program.

d. Anticipated use of uncommitted man-hours designated by type or group. In developing your plan you may find that this item ties in fairly closely with Item "b" above and need not be treated separately; although, the suggestion of uncommitted man-hours should be dealt with in some practical way.

e. Program outlook on the basis of trends, indications and past experience. This item may be subject to development by graphic means, although I suspect that some textual explanation will be required.

f. Objectives for FY 1956 based on major needs and capabilities analyses. This item likewise seems to lend itself to textual development.

3. Within the frame of reference outlined above, it is suggested that each Division develop its own program in draft form and submit the same by 15 August 1955 in order that similarities in approach for the four Divisions can be developed and to further consolidate, on a Geographic Area basis, any parts of the Divisional studies that seem to lend themselves to such consolidation. After further study and analysis following submission of the material on 15 August, it is planned that the material will be finally prepared and submitted to Reproduction.

4. I would encourage during the process of developing your statement of program activity for 1956, that any new approaches or ideas which may be applicable to another Division or lend itself or suggest itself for over-all Area analysis be brought to the attention of the appropriate Division Chief or shared during the weekly staff meeting. It is my hope that this activity will not become a burden but will be a useful exercise in directing our thinking to what we are going to do during the coming Fiscal Year.

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